

# Labour Incentives and Organisational Growth of Public Corporations in Rivers State

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## ABSTRACT

This study investigated labour incentives and organisational growth in Rivers State Public Corporation. The study adopted a descriptive survey and correlational design. The population of the study was 202 staff of Tide Newspaper Corporation and 176 staff of Radio Rivers Corporation in Rivers State, making the total of 376 respondents from two corporations. The sample size of the study was 194 respondents selected from the two (2) public corporations. A purposive sampling technique was adopted for the study. The study adopted a questionnaire titled, 'Labour Incentives and Organisational Growth in Rivers State Public Corporation (LIOGRSPC)'. The instrument was validated by two experts in Measurement and Evaluation. The reliability index of the instrument was calculated using Cronbach Alpha, and it gave 0.68. Data collected from the field were analysed using Mean and Standard Deviation for the research questions, while regression was used to test the significance level of the relationship between the independent variable and dependent variables. The study revealed that there exists a significant positive relationship between financial incentive, staff promotion incentive, and staff human capacity development and organizational growth in Rivers State Public Corporation. The study, therefore, recommended that positive efforts being made to further enhance organizational growth in the corporations.

**KEYWORDS:** Labour, Incentive, Organisation, Growth, Public Corporation

## INTRODUCTION

Scientific management's exponents suggest that man's primary motive at the workplace remains economic (Obi, 2008). Economic gains such as money were considered as the principal motivating factor of every man in the workplace. Anuoluwapo (2017) observed that while the driving force of money and material incentives could not be overlooked, the focus later changed from economic to social man. Apart from economic gains, the man also establishes personal worth, friendship, recognition, social pressure from group members, and status. Sequel to the above, Odoh (2011) succinctly adds that it has become abundantly clear that, above economic requirements, man has some social-psychological needs that need to be satisfied in order to induce action towards improved productivity.

In recent times, there has been a great deal of scholarly work carried out by eminent scholars in the area of the relationship between workers motivation and organizational productivity, especially in public organisations (Osemeke, 2011; Allandi & Alkawsan, 2014). The existence of any organization, the world over depends on production factors, namely, capital, land, and workforce effectiveness. Ude and Coker (2012) noted that employees occupy a strategic position in any organization and as such, they are responsible for converting inputs to produce outputs. Owing to this fact, there is a need for them to be well cared for. Drucker (1980) in Ude and Coker (2012) argued that the management's primary function is to make workers productive to achieve superior performance and help the company compete favorably through motivation packages. A

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public corporation is not left out of this search for productivity. Although the public corporation is not profit-oriented, they strive to achieve productivity through motivational strategies such as financial incentives, staff capacity building, and staff promotion.

A public corporation is characterised as a business whose securities are publicly traded and normally hold a large number (hundreds or thousands) of shareholders (National Open University of Nigeria 2018). Freidmann in Anyebe (2015) defines a public corporation or enterprise as an institution that operates a service of an economic or social nature on behalf of the government but which has an independent legal entity, largely autonomous in its management. However, it is responsible to the public through the government and the parliament and is subject to certain direction by the government, equipped on the other hand with independence.

In this vein, public corporations are seen as government-owned outfits that perform exclusive functions for the general public and citizens of the state (Shebbs, Ebaye & Nworji, 2015). The sole aim of establishing a public corporation is to protect the security of the state. The excessive strive for profit might jeopardise the security of the state if the government decided to privatize some critical national infrastructures. Hence, the government decides to participate in the production process by establishing some enterprises to render essential services to the public at affordable prices.

Osemeke (2011) opined that an organization is a social relationship, which is either closed or limits the admission of outsiders by rules, so far as its order is enforced by the action of specific individuals whose regular function is chief or head and usually also an administrative staff. Osemeke (2011) in his view, sees the organization as a deliberate association of individuals with common objectives working cooperatively under leadership and authority.

Growth is something that most companies, large or small, are striving for. It is part and parcel of every modern organisation. Indeed, as observed by Crosby (2016), companies have to grow in work titled 'The Eternally Successful Organization'; most firms desire growth to prosper, not just to survive. Organizational growth shows progress concerning an organization's stated goals. Most companies' ultimate goal is profit, so net profit, revenue, and other financial data are often utilized as "bottom-line" indications of growth. Meanwhile, other business owners may use sales figures, the number of employees, physical expansion, or other criteria to judge organizational growth (Osemeke, 2011).

Labor is the quantity of physical, mental, and social effort used to produce goods and services in the economy (Amadeo et al., 2020). It is seen human effort towards production process. It supplies the expertise, personnel, and service needed to turn raw materials into finished products and services. In return, workers are paid to buy goods and services that they do not produce themselves.

Incentives are techniques by which employers fulfill their contracts to the employees by compensating positive efforts in an organization (Ude and Coker, 2012). It further implies that incentive entails any payment or programme initiated by an establishment to elicit a positive attitude from the workers. It is expected that incentives should stimulate increase performance from the employees. Supporting the above definition, Graffin and Ebert (2013) added that incentives are special pay programmes designed to motivate high performance. In addition, Allandi and Alkahsawneh (2014) argued that incentives are an external persuasive factor that encourages a motivation that positively directs the individual to work harder, matching the institution's performance to get the incentive.

Financial incentives are conventionally established to satisfy basic human needs, stirring workers to do their best of work performance, recruiting their capabilities, and increasing the level of their competencies such as salary, bonuses, allowances, profit sharing, and rewards. Arguing on this, Lawzi (1995) maintained that financial incentive remains one of the most crucial forms of incentive given to workers.

Elumah (2016) examined the impact of financial incentives and moral incentives on employees' organizational performance at Nigerian universities. Their findings have shown that there is an adequate level of incentive for employees in Nigerian universities. Financial incentives ranked 1st, while moral incentives ranked 2nd. It has also been revealed that there is a high level of organisational performance when workers are motivated with incentives. Amadeo et al. (2017) also argued that the incentive provides additional compensation for those employees who perform well. It seeks to link additional compensation to employee productivity as directly as possible. They are defined as "variable rewards granted according to variations in the achievement of specific outcomes."

## Staff Promotion

Staff promotion requires the movement of an individual to higher positions (Naveed, Usman & Bushra, 2011). It entails a rise in salaries, positions, duties, standing, and benefits. This element of work is what drives workers the most. The ultimate reward for dedication and loyalty to the organisation. Theoretically, promotion requires more work and effort in the workplace. These promotional decisions, based on organisational policies, are taken on a variety of aspects. These may include the length of service, experience, seniority, performance, etc. As a result, there are four different types of employee development promotions. Promotion may be used as an incentive tool. It is a way of rewarding employees for meeting organisational objectives and thus serves as a means of synchronizing organisational objectives with personal objectives (Lazear & Rosen, 2011). According to Lu, Li, and Chen (2019), the decisive factor for any individual's position in the hierarchy is his talent; the higher the level of talent in any individual, the higher his position in the hierarchy. The promotion has its significance due to the fact that it brings with it a significant change in the employee's wage package (Lu, Li, & Chen, 2019). Thus, a salary increase indicates the value of the promotion.

Staff capacity is an ability to learn or do something, and building up is an increase in the amount of work overtime (Ugwoke, 2011). Building the capacity of an employee in an organisational process is also a conscious attempt to upgrade, renovate and acquire skills, capabilities and strategies that must constantly increase with time and enable employees to respond appropriately to organisational dynamics, including professional training, task delivery, effective use of work materials, and the provision of an effective role model (Gimba, 2010). Ugwoke (2011) further describes the capacity building as the acquisition of the skills and expertise required by employees to engage completely in the day-to-day organisational activities. Chukwu (2009) explained that career improvement or ability building is the professional advancement that the employee experiences due to an expansion in expertise and a comprehensive review of his or her tasks. He also said that it was a life-long journey and not a thing once in a lifetime.

Capacity building is a method of improving and enhancing the expertise, capabilities, processes, and services that organisations and societies need to sustain, evolve and succeed in a rapidly evolving environment (Ojokuku and Adejare, 2014). Technical expertise and efficiency to achieve the objectives set are defined as human capital or capability development (Obadan and Adubi 2018). Human resource growth plays a key position in organisations' efforts to improve efficiency. The economies of developing and industrialised countries focus on human resource production, which will require creating the mechanism of inculcating the necessary skills (Khayinga & Muathe, 2018). Failure to build human resources renders it difficult for employers to produce the standard of goods that consumers require.

Concomitant with this view, Khayinga & Muathe (2018) argued that there was a positive connection between human capital development and business performance to maintain and maintain the flow of skills that the organisation has to invest in human capital in order to curb the mass exodus of people from outside the country looking for jobs and patients being treated outside the country while they can get treatment.

In another study conducted by Ojokuku and Adejare (2014) on the effect of capacity building and human resources growth on staff efficiency in selected organisations in Nigeria.' Capacity building and the production of personnel have been identified as key to organisational development. Again, Usman (2016) observed that low morale among staff could contribute to poor educational resources management. There is a need to inspire staff by rewards and compensation while researching the role of staff incentives to operate public schools. He also clarified that the various problems currently facing the education system in Nigeria, such as cultism, investigation of malpractice, substance misuse, indiscipline, constant low academic results, seem to mean that teachers have not performed their job as anticipated. He added that if rewards do not inspire teachers, their quality of employment will be poor, which would hinder educational objectives. (Usman, 2016).

### Statement of the Problem

There is no question that low results, lack of loyalty, and commitment among employees have become a subject of concern and discussion among government officials, private organisations and the general public. Symposia, workshops, and conventions have dominated the challenge of how to increase the efficiency of staff in Rivers State public corporation. There is a general feeling that Nigerian employees are tired, idle, slow to behave, unconcerned, and deceitful in their behaviour. The concern, however, is the shortage of encouragement for employees in the form of bonuses and the infringement of labour force packages.

The public sector is responsible for implementing the policies and programmes of the government. Jobs working in the public sector are skilled personnel from diverse fields of study, based on their employed company. In the first place, the government wants them to work for the achievement of aims and objectives. The curious existence of the job performed by government workers has given rise to bonuses based on the amount of productivity of a single employee. However, it is regrettable that certain city officials are often ignored or relegated to the past in issues concerning their health and morality. As important as an opportunity to organisation, surveys have shown that certain organisations have failed to include benefits to employees for purposes better understood to management in particular public sector organizations.

Workers' training has been a fantasy for many workers. The Christmas incentive regime has stopped and some other ugly experiences the staff encounter. In the face of these problems, the public sector in Rivers State continues to decline, and citizens no longer have confidence and trust in public corporations. After detailed studies on motivation issues, the researcher found that there is little study whether there is one in the field of labour opportunity and operational competitiveness in the Rivers State Public Sector. It is against this background that this research has been painstaking in examining the impact of financial rewards, employee promotion, and staff capacity building on the organisational development of government public corporations in Rivers State.

### Research Objectives

The study aims to examine the influence of labor incentives on organizational growth in Rivers State public corporations. The specific objectives are:

1. To examine the influence of financial incentive on organizational growth in Rivers State public corporation?
2. To examine the influence of staff promotion on organizational growth in Rivers State public corporation?
3. To examine the influence of staff human capacity building on organizational growth in Rivers State public corporation?

### Research Questions

The following research questions are posed to guide the study:

1. To what extent do financial incentive influence organizational growth in Rivers State public corporation?
2. To what extent do staff promotion incentives influence organizational growth in Rivers State public corporation?
3. To what extent do staff human capacity building influence organizational growth in Rivers State public corporation?

### Research Hypotheses

The following hypotheses were formulated to guide the study:

1. There is no significant relationship between financial incentive and organizational growth in Rivers State public corporation.
2. There is no significant relationship between staff promotion and organizational growth in Rivers State public corporation.
3. There is no significant relationship between staff human capacity building and organizational growth in Rivers State public corporation.

### Theoretical Framework

The thesis is focused on the Dual-Factor Theory of Herzberg. The philosophy explains the desires of fulfillment and disappointment. Frederick Herzberg looked at inspiration in the context of work material. Motivating the workers is a two-step procedure that ensures sanitation and then motivates it (Tampu&Cochina, 2015). One spectrum extends from no pleasure to satisfaction (Herzberg 1966). The other scale extends from disappointment to dissatisfaction. Satisfaction arises from motivators that are inherent or work material, such as progression in acknowledgment of success, obligation, work itself, and potential for development. Herzberg uses the expression motivator for work satisfiers when it involves the content of the job and the happiness that comes from it.

Motivators are known to be career turn-ons. They are important for significant changes in jobs' efficiency and for taking the workforce beyond happiness to higher performance (Borman, 2010). Motivators lead to Maslow's higher-level desires for appreciation and self-actualization. Dissatisfaction happens when the following hygiene considerations, extrinsic or occupational, are not present at work: wage status, workplace protection, working conditions, business policies, peer relations, and supervision (Herzberg, 2016). Herzberg uses the word "hygiene" for these aspects since they are therapeutic in nature, Cacana (2015). They cannot inspire, but they will discourage motivation from happening while they are missing. Hygiene considerations should be perceived to be work-on and they



allow the staff to remain at work. Once these reasons are provided, they do not encourage motivation; yet their absence will lead to workers' discontent (Adeyomo, 2010). Hygiene considerations refer to Maslow's physiological, protection and social requirements in that they are extrinsic or incidental to work. They are there in the context of work in the work world. Motivation derives from the worker's feeling to achieve job content rather than forming environmental conditions or employment circumstances (Cacana, 2015). Motivators inspire the workers to perform their utmost. Work enrichment should be utilized to fulfill higher-level demands. In order to enrich a job, the boss can set new or more challenging tasks, delegate specific tasks to individuals that allow them to become specialists, or give additional authority to the workforce (Robbins, 2011). This supports the belief that facets of leadership, such as staff preparation and self-reliance, lead to employees' motivation and competitiveness. The reason for utilising the hypothesis is that it addresses some of the purposes of the analysis and refers to the shortcomings of the Maslow hierarchy in the theory of human needs. The theory acknowledges that empowering staff by methods such as career and personal growth and encouraging employees to have more authority in their jobs contributes to encouragement and, subsequently, to greater efficiency.

## METHODOLOGY

The study adopted a descriptive survey and correlational design. The study adopted descriptive because it sampled the opinion of the respondents on labour incentive variables and applied a correlational design in order to relate the labour incentive variables with organizational growth. The study population was 202 staff of Tide Newspaper Corporation and 176 staff of Radio Rivers Corporation in Rivers State, making 376 respondents of the two corporations. The study's sample size was 194 respondents selected from the two (2) public corporations using the Taro Yamane formula. A purposive sampling technique was adopted for the study. The instrument used was a researcher-developed questionnaire titled 'Labour Incentives and Organisational Growth in Rivers State Public Corporation Questionnaire (LIOGRSPCQ)'. The instrument was considered valid by two experts in Measurement and Evaluation, where the face and content validity was determined. The instrument's reliability was done using the Test Re-Test reliability method and determined using at 0.68 Cronbach Alpha.

The instrument was administered by the researcher and two assistants to the supposed respondents of the two Corporations. Data collected from the field was analysed using Mean and Standard Deviation for the research questions, while regression was used to test the significance level of the relationship between the independent variable and dependent variables.

## RESULTS

**Research Question One:** To what extent do financial incentives influence organizational growth in Rivers State Public Corporation?

**Table 1: Descriptive statistics of mean and standard deviation on the extent financial incentive influence organizational growth in Rivers State Public Corporation**  
N=182, Criterion=2.5

S/N	Items	VHE	HE	LE	VLE	Mean	SD	Remark
	<b>Direct Financial Incentive</b>							
1	Robust Salary Package	62	80	40	--	3.12	0.74	High Extent
2	Profits	80	81	21	--	3.32	0.67	High Extent
3	Commission	101	61	20	--	3.45	0.69	High Extent
	<b>Indirect Incentive</b>							
4	Stock options	81	81	13	7	3.30	0.77	High Extent
5	Compensation	59	80	22	21	2.97	0.95	High Extent
6	Profit sharing	61	101	20	--	3.23	0.63	High Extent
7	Insurance,	61	61	60	--	3.01	0.82	High Extent
8	Retirement plans	81	61	20	20	3.12	0.99	High Extent
9	Overtime pay	72	60	50	--	3.12	0.81	High Extent
10	Attendance incentives	102	60	20	--	3.45	0.69	High Extent
11	Competition	121	61	--	--	3.66	0.47	High Extent
12	Contest incentives	85	60	19	18	3.16	0.97	High Extent
	<b>Grand Mean</b>					<b>3.24</b>	<b>0.77</b>	<b>High Extent</b>

Table 1 showed the extent financial incentive influence organizational growth in Rivers State Public Corporation. The table showed that robust salary package (Mean=3.12, SD=0.74), profits (Mean=3.32, SD=0.67), commission (Mean=3.45, SD=0.69), stock options (Mean=3.30, SD=0.77), compensation (Mean=2.97, SD=0.95), profit sharing (Mean=3.23, SD=0.63), Insurance, (Mean=3.01, SD=0.82), retirement plans (Mean=3.12, SD=0.99), overtime pay (Mean=3.12, SD=0.81), attendance incentives (Mean=3.45, SD=0.69), Competition (Mean=3.66, SD=0.47), contest incentives (Mean=3.16, SD=0.97) all influence organizational growth in Rivers State Public Corporation.

**Research Question Two:** To what extent do staff promotion incentives influence organizational growth in Rivers State Public Corporation?

**Table 2: Descriptive statistics of mean and standard deviation on the extent staff promotion incentive influence organizational growth in Rivers State Public Corporation****N=182, Criterion=2.5**

S/N	Items	VHE	HE	LE	VLE	Mean	SD	Remark
13	Given employees, the opportunity to advance in their career leads to organizational growth	42	120	20	--	3.12	0.57	High Extent
14	Promoting employees timely leads to organizational growth	101	81	--	--	3.55	0.50	High Extent
15	Rewarding employees for work well through promotion enhances organizational growth	20	162	--	--	3.11	0.31	High Extent
16	Boosting employees' morale through promotion influences organizational growth	61	101	20	--	3.23	0.63	High Extent
17	Recognizing talents and leadership potentials in employees, thus elevating their status in the organisation leads to organizational growth	61	61	60	-	3.01	0.82	High Extent
	<b>GrandMean</b>					<b>3.20</b>	<b>0.57</b>	<b>High Extent</b>

Table 2 showed the extent to staff promotion incentive influence organizational growth in Rivers State Public Corporation. The table showed that given employees opportunity to advance in their career (Mean=3.12, SD=0.57), promoting employees timely (Mean=3.55, SD=0.50), rewarding employees for work well through promotion (Mean=3.11, SD= 0.31), boosting employees' morale through promotion (Mean=3.23, SD=0.63), recognizing talents and leadership potentials in employees and elevating their status thereafter (Mean=3.01, SD=0.82) in the organisation all influences organizational growth in Rivers State Public Corporation.

**Research Question Three:** To what extent does staff human capacity building influence organizational growth in Rivers State Public Corporation?

**Table 2: Descriptive statistics of mean and standard deviation on the extent staff human capacity building influence organizational growth in Rivers State Public Corporation****N=182, Criterion=2.5**

S/N	Items	VHE	HE	LE	VLE	Mean	SD	Remark
17	Preliminary training	61	101	--	20	3.12	0.87	High Extent
18	In-service training	81	61	20	20	3.12	0.99	High Extent
19	Workshop	81	60	41	--	3.22	0.79	High Extent
20	Seminars	102	60	20	--	3.45	0.69	High Extent
21	Symposium	96	70	16	--	3.44	0.65	High Extent
22	Skill acquisition development	88	78	16	--	3.40	0.65	High Extent
23	Technical training	42	120	20	--	3.12	0.57	High Extent
24	Mentor-mentee training	101	81	--	--	3.55	0.50	High Extent
25	Staff educational advancements	20	160	--	--	3.11	0.31	High Extent
	<b>GrandMean</b>					<b>3.28</b>	<b>0.67</b>	<b>High Extent</b>

Table 3 showed the extent staff human capacity development influences organizational growth in Rivers State Public Corporation. The table showed that preliminary training (Mean=3.12, SD=0.87), In-service training (Mean=3.12, SD=0.99), workshop (Mean=3.22, SD=0.79), seminars (Mean=3.45, SD= 0.69), symposium (Mean=3.44, SD= 0.65), skill acquisition and development (Mean=3.40, SD=0.65), technical/ICT training (Mean=3.12, SD=0.57), mentor-mentee training (Mean=3.55, SD=0.50), staff educational advancement (Mean=3.11, SD=0.31) all influences organizational growth in Rivers State Public Corporation.

### Testing of Hypotheses

**HO<sub>1</sub>:** There is no significant relationship between financial incentive and organizational growth in Rivers State Public Corporation.

**Table 4: Summary of regression on the relationship between financial incentive and organizational growth in Rivers State Public Corporation**

#### A. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.598 <sup>a</sup>	.358	.354	1.51267

a. Predictors: (Constant), Financial Incentive

#### B. ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	229.698	1	229.698	100.386	.000 <sup>b</sup>
1 Residual	411.868	180	2.288		
1 Total	641.566	181			

a. Dependent Variable: Organisational Growth

b. Predictors: (Constant), Financial Incentive

**C. Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	48.807	1.568		31.128	.000	45.713	51.901
1 Financial Incentive	-.953	.095	-.598	-10.019	.000	-1.141	-.765

a. Dependent Variable: Organisational Growth

Table A above showed the coefficient of relationship between financial incentive and organizational growth in Rivers State Public Corporation is 0.598 while the R-squared value is 0.358, indicating that financial incentive relates positively with organizational growth in Rivers State Public Corporation. The table also showed that staff development accounts for only 35.8% (0.358x100) relationships with Rivers State Public Corporation's organizational growth. Meaning that the remaining 64.2% organizational growth in Rivers State Public Corporation is explained by other variables not included in the model.

The F-statistic on table B shows that there is a significant relationship between financial incentive and organizational growth in Rivers State Public Corporation  $F_{1, 180}=100.386$ ,  $p<.05$ . Therefore, the null hypothesis one was rejected at 0.05 alpha level. The regression equation  $y=48.807+0.953x$  indicating that an increase in financial incentive will lead to an increase in the organizational growth in Rivers State Public Corporation. Also, in Part C, the column label t under Financial Incentive(10.019) confirmed F-statistics's significance with  $Sig<0.05$ .

**Ho<sub>2</sub>:** There is no significant relationship between staff promotion and organizational growth in Rivers State Public Corporation.

**Table 5: Summary of regression on the relationship between staff promotion and organizational growth in Rivers State Public Corporation**

**A. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.902 <sup>a</sup>	.814	.813	.81325

a. Predictors: (Constant), Staff Promotion Incentive

**B. ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	522.520	1	522.520	790.059	.003 <sup>b</sup>
1 Residual	119.046	180	.661		
1 Total	641.566	181			

a. Dependent Variable: Organisational Growth

b. Predictors: (Constant), Staff Promotion Incentive

**C. Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	12.951	.721		17.971	.003	11.529	14.373
1 Staff Promotion Incentive	1.260	.045	.902	28.108	.003	1.172	1.349

a. Dependent Variable: Organisational Growth

Table A above showed the coefficient of relationship between staff promotion incentive and organizational growth in Rivers State Public Corporation is 0.902 while the R-squared value is 0.814, indicating that staff promotion incentive relates positively with organizational growth in Rivers State Public Corporation. The table also showed that staff promotion incentives account for only 81.4% (0.814x100) relationship with organizational growth in Rivers State Public Corporation. Meaning that the remaining 18.6% organizational growth in Rivers State Public Corporation is explained by other variables not included in the model.

The F-statistic on table B above shows that there is a significant relationship between staff promotion incentive and organizational growth in Rivers State Public Corporation  $F_{1, 180}=790.059$ ,  $p<.05$ . Therefore, the null hypothesis one was rejected at 0.05 alpha level. The regression equation  $y=12.951+1.260x$  indicating that an increase in staff promotion incentive will lead to an increase in the organizational growth in Rivers State Public Corporation. Also, in Part C, the column label t under staff promotion incentive (28.108) confirmed the significance of F-statistics with  $Sig<0.05$ .

**Ho<sub>3</sub>:** There is no significant relationship between staff human capacity building and organizational growth in Rivers State Public Corporation.

**Table 6: Summary of regression on the relationship between staff human capacity building and organizational growth in Rivers State Public Corporation**

**A. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754 <sup>a</sup>	.568	.566	1.24066

a. Predictors: (Constant), Staff Human Capacity Development

**B. ANOVAa**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	364.502	1	364.502	236.807	.002 <sup>b</sup>
	Residual	277.063	180	1.539		
	Total	641.566	181			
a. Dependent Variable: Organisational Growth						
b. Predictors: (Constant), Staff Human Capacity Development						

**C. Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	5.643	1.789		3.154	.002	2.113	9.173
	Staff Human Capacity Development	1.606	.104	.754	15.389	.002	1.400	1.812
a. Dependent Variable: Organisational Growth								

Table A above showed the coefficient of relationship between staff human capacity development and organizational growth in Rivers State Public Corporation is 0.754 while the R-squared value is 0.568, indicating that staff human capacity development relates positively with organizational growth in Rivers State Public Corporation. The table also showed that staff human capacity development accounts for only 56.8% (0.568x100) relationship with organizational growth in Rivers State Public Corporation. Meaning that the remaining 43.2% organizational growth in Rivers State Public Corporation is explained by other variables not included in the model.

The F-statistic on table B shows that there is a significant relationship between staff human capacity development and organizational growth in Rivers State Public Corporation  $F_{1, 180}=236.807$ ,  $p<.05$ . Therefore, the null hypothesis three was rejected at 0.05 alpha level. The regression equation  $y=5.643+1.606x$  is indicating that an increase in staff human capacity development will lead to an increase in the organizational growth in Rivers State Public Corporation. Also, in Part C, the column label t under staff human capacity development (15.389) confirmed F-statistics's significance with  $Sig<0.05$ .

**Discussion of Findings**

The study examined the relationship between financial incentives and organizational growth in Rivers State Public Corporation. The result indicated that financial incentive via variables such as robust salary package, profits, commission, insurance, compensation, among others, influences organizational growth in Rivers State Public Corporation. Its corresponding hypothesis showed that there is a significant relationship between financial incentive and organizational growth in Rivers State Public Corporation. The study is in line with the study of Al-Nsour (2012), who investigated the impact of financial and moral on organizational performance for the Jordan University employees, which showed a connection between financial and moral incentives and organizational performance. The study also agrees with that of Novianty and Evita (2018), whose study showed that financial incentives positively affected employees' motivation. This is so because when the employees are motivated, there seems to be growing in almost every area of the organisation.

The study examined the relationship between staff promotion and organizational growth in Rivers State Public Corporation. The study showed that staff promotion influences organizational growth in Rivers State Public Corporation. Secondly, there is a significant relationship between staff promotion and organizational growth in Rivers State Public Corporation.

The study investigated the relationship between staff human capacity development organizational growth in Rivers State Public Corporation. The study found that staff human capacity development programmes such as preliminary training, in-service training, workshops, seminars, symposium, technical/ICT training among others, enhance organizational growth in Rivers State Public Corporation. Also, there is a significant relationship between staff human capacity building and organizational growth in Rivers State

Public Corporation. The study complies with that of Khayinga and Muathe (2018), which showed that there was a positive link between Human Capital Development and firms performance, so to retain and maintain the flow of skills, the organization needs to invest in human capital to curb the mass exodus of people going outside the country to look for jobs and patients being taken outside the country for treatment while they can get the same service within. It also complied with the study of Ojokuku and Adejare (2014) on the impact of capacity building and manpower development on staff performance in selected organisations in Nigeria which found that capacity building and manpower development on staff performance in selected organisations in Nigeria.

**Conclusion**

The study investigated labour incentives and organisational growth in Rivers State Public Corporation. The study found that there exists a positive relationship between financial incentive, staff promotion and staff human capacity development and organisational growth in Rivers State Public Corporation, respectively. The study further showed a significant relationship between financial incentive, staff promotion and staff human capacity development, and organisational growth in Rivers State Public Corporation.

**Recommendation**

From the results of the study, the researcher found it necessary to recommend the followings;

1. As financial incentives enhance organisational growth, it is important to increase all necessary financial rights of the staff for higher productivity.
2. Staff should be promoted on time in order to motivate them and gaining their maximum delivery.
3. Organisational growth is highly dependent on staff human capacity development; thus programmes that enhance the overall development of staff should be organized from time to time.



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